

TAB F

SYNOPSIS OF ADMINISTRATIVE WORKLOAD AT FIELD STATIONS

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1. [REDACTED] introductory remarks underscored Small Stations as the problem area in reference to administrative workload. The bulk of reports required periodically from Field Stations, for the most part, do not present a problem. The Conference group agreed that the two major administrative workload problems at a small station were the monthly accounting and financial property accountability. In addition, [REDACTED]

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2. A number of suggestions were offered for resolving these problems:

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(a) It was suggested that [REDACTED] operation out of Headquarters might be one solution. [REDACTED] uses this approach by establishing a deputy in the finance office who travels as a roving financial assistant in the field.

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(b) A simplified system of control was suggested in the form of a monthly accounting checkbook. Such a system would consist of an original and carbon copies of transactions with the original being returned periodically to Headquarters for review and the carbons retained at the station for record and reference purposes.

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(c) The problem of financial suspensions by Headquarters was discussed. It was suggested that a system be worked out with Finance whereby they would provide the Operating Division with an advance notice of what they intend to suspend before it becomes a formal issue in a dispatch. The Headquarters Finance people and the Branch Operational people would have the opportunity to review these suspensions in an effort to resolve any differences before they are referred to the Field.

(d) Another suggestion agreed on was the need to devote further attention to more extensive admin/financial training of clerical employees processing for a Field assignment. Not to be overlooked in this respect was the proper training of eligible contract wives of Agency employees. It was also

agreed that such training should also be given to Chiefs of Station and Chiefs of Base since this area, too, was part of their responsibility in the Field.

(e) The utilization of males as Administrative Assistants received considerable attention. It was agreed that such admin/clerical positions would be fertile training grounds for males who are JOT calibre, whether they be Admin calibre or Ops calibre. The problem to be resolved here would be to find the qualified candidate who could handle typing and other tasks required of Administrative Assistants.

(f) A suggestion was made that a centralized administrative group be established in the Field in those areas where we have a concentration of small Stations and Bases requiring assistance. Such a group would be comprised of representatives from Finance, Logistics, and others who would be available to lend assistance and/or make periodical trips to Area Stations. It was noted that previous efforts at this type of program had been costly and not very fruitful. It was suggested that a more productive program could be operated from Headquarters utilizing the same principles.

(g) Attention was given to the FPA situation. While some form of control must be retained even at small locations, it was agreed that we could revert to the CMR approach on a selective basis, if required, and that this could be accomplished within our current authority.

(h) Problems resulting from inadequate support of deep cover Staff and Career Agents was discussed at some length. It was agreed that failure to provide prompt and adequate support often resulted in Agents spending 80% of their meeting with their Case Officer discussing admin and support problems. It was suggested that a system similar to that being used by commercial firms be adopted. The Agent is given an X number of dollars for support requirements and a reconciliation is made at the end of the year.

(i) Again, in this same connection, the suggestion was made that each Division might consider the possibility of establishing a position for a Case Officer whose sole responsibility and energies would be concentrated on handling of our deep cover assets. The theory here is the concentration of, and solution of, problems handled through a central office would result in a continuity of management within the framework of our regulations.

3. In conclusion, it was agreed that Support Offices should take a look at each Station to ascertain what the requirements are at each Station and take steps to tailor the Admin workload of a particular Station or Base to the absolute minimum needs.